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18 January 1961

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MEMORANDUM FOR : [REDACTED]

SUBJECT : Report of Cable Secretariat Operations for the Year 1960

1. Cables Processed

a. During the calendar year 1960 the Cable Secretariat reproduced and disseminated 153,402 IN cables, 60,052 OUT cables and 13,974 TD's for a total of 227,428 items. This is an average of 12,784 IN cables, 5,004 OUT cables and 1,165 TD's per month. In addition the Cable Secretariat processed 10,288 work units in the category of requests for additional dissemination, action changes, etc., making a total workload of 237,716 work items. This is 26,791 or 13% more than the calendar year 1959. The Director was furnished 17,571 cables or 55.6% more than in 1959.

b. An interesting fact about the traffic is that the increase has been, for the most part, in the last six months of 1960. Taking the first six months of 1960 the increase was only 1,657 or 1.5% over the same period in 1959. The increase of 1960 over 1959 over the last six months is 25,134 or 24.4%.

2. Personnel

a. At the close of 1960 the Cable Secretariat had an on duty strength of [REDACTED] persons against a ceiling of [REDACTED] persons. On the basis of our ceiling strength of [REDACTED] persons we are 7 persons short. Seven short is too many in order to still do our job well and without undue strain, and we are building our strength up to ceiling to meet the workload. 25X1A

b. During the year we lost 11 persons - 3 Cable Analysts, 5 Clerk Typists, 1 Clerk and 2 Mail and File Clerks. One Cable Analyst, 1 Clerk Typist and 1 Mail and File Clerk transferred to other components of the Agency. One Cable Analyst, 1 Mail and File Clerk, 1 Clerk Typist and 1 Clerk resigned to seek outside employment while 1 Cable Analyst resigned to continue his education. Three Clerk Typists resigned to take up housekeeping duties. Offsetting our losses we gained 9 persons - 1 Clerk Typist, 1 Offset Press Operator, 1 Clerk and 6 Mail and File Clerks. This year we lost 5 persons less than last year and gained 9 which is 3 less than in 1959. You will note that all our losses except three were in clerical positions, leaving the hard core of the Cable Secretariat (Cable Analysts, Releasing Officers and Watch Officers) in tact.

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3. Training Program

a. Agency training facilities appropriate for our personnel accounted for 23 Cable Secretariat personnel having attended one or more training courses during the year. Four persons also attended the filing workshop. In addition 41 persons attended 2 Cable Secretariat Seminars for Cable Analysts and Releasing Officers. The Seminars afforded an opportunity to Cable Analysts and Releasing Officers to iron out problems and experiences and do much to keep our dissemination on an even and very high level. Two persons have completed internal Cable Secretariat Training Courses developed by the Cable Secretary and approved by the Office of Training. Our courses are designed to qualify the individuals for positions of higher responsibility in the Cable Secretariat. Normal on-the-job training given to new personnel is not included in the above figures.

b. The Cable Secretariat plans to send approximately the same number of persons to training as it did last year. The courses that our people will attend are Ops Familiarization (Assistant Watch Officer), CSR (Watch Officers and Releasing Officers), CI/Familiarization (Watch Officers, Releasing Officers and Cable Analysts), Ops Support (Releasing Officers) and IOC (Cable Analysts).

c. In March 1960 all of our supervisory personnel completed a two day supervisory course. This course was developed by the Office of Training for Cable Secretariat supervisory personnel with emphasis upon problems within the Cable Secretariat.

d. I attended the Senior Management Course given by Professor Bailey and consider it to have been a highlight of my training.

4. Cable Secretariat Career Service Panel

The Cable Secretariat Career Service Panel met 12 times during 1960 for the transaction of personnel career business involving 107 persons. Individual career programs were drafted for all personnel on duty six months or more. A statistical summary of Panel operations follow:

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| 1. Promotions recommended - [REDACTED] | 25X1A |
| 2. Promotions denied - [REDACTED] | 25X1A |
| 3. Fitness reports reviewed - [REDACTED] | 25X1A |
| 4. Transfers and resignations reviewed - [REDACTED] | 25X1A |
| 5. Career considerations other than promotions - [REDACTED] | 25X1A |

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5. General

a. The Management Staff concluded a study to determine what effect the transfer of non-CIA cable dissemination functions to the Cable Secretariat would have on the speed of service to various Agency components, and whether the present dissemination system could be improved. As a result of the study the Management Staff concluded that the Cable Secretariat could disseminate non-CIA cables to the DDP faster than the present system. However, the physical merger of the personnel, facilities, and records affected by this change will not be made until the move to the new building, but responsibility for current administration and future planning is effective 22 January 1961.

b. The Office of Communications is of the opinion that individuals trained as Cable Analysts are a distinct asset to the Office of Communications and have asked if the Cable Secretariat would train Commo personnel. I have agreed to provide this training under the following conditions.

(1) Persons to be trained will be selected by OC and will be on OC's payroll. Cable Secretariat will refer to OC any likely prospects which come to our attention.

(2) The tour of duty with the Cable Secretariat will be approximately 6 months, after which the individual is returned to OC at a date and time chosen by OC.

(3) The OC Trainee will be expected during the first 8 weeks of his training to spend up to 10 hours a week in study outside duty hours. This is now required of all Cable Secretariat Cable Analyst Trainees.

(4) After the first 6 weeks the OC Trainee will be tested and provided he passes the test, will be given one week of classroom training (really more properly termed tutoring). At the end of this week, the OC Trainee will again be tested, and if he is successful, will be certified as a Cable Analyst Trainee. In this capacity he will spend full time for approximately 16-17 weeks as a Cable Analyst on the day shift, or if he so elects, on any other shift of his choice. Only during periods of undesirable backlogs will he be assigned to other than Cable Analyst duties.

(5) Persons who fail at any point to meet the criteria established (tests and quality of work) will be returned at once to the Office of Communications without prejudice.

c. In June 1960 we established shift targets. Shift production targets in terms of cables are furnished solely to indicate what appears to be achievable goals and to show for guidance of all shifts the distribution among three shifts of the average

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anticipated workload. Quality and accuracy are not to be sacrificed to achieve these goals, nor are the achievement of these goals to be a signal to cease normal productive efforts. This latitude in concept is essential because the composition and pattern of receipt of our workload can and does vary significantly. The shift target is established for each two week period based upon averaging all prior two week averages. The targets shown below were derived by dividing average production by the average persons present for duty (less the Watch Officers and Assistant Watch Officers). The shift targets for each person in the production flow for each shift for the last quarter are [REDACTED] (midnight shift), [REDACTED] (day shift) and [REDACTED] (night shift). The differences in production are due to many factors over which we have no control.

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d. We recently completed a study of 2,362 incoming and 1,075 outgoing cables selected at random from those received in the Cable Secretariat during March 1960. While it is true that the traffic pattern is subject to changing conditions throughout the world, it is believed that the 3,437 cables studied are sufficiently representative of cables received in the Cable Secretariat at any period to enable us to use the data to project our findings and to arrive at reasonably accurate and usable estimates. Some of the interesting statistics that may interest you are as follows. The average number of words per cable is 75. The percentage of cables with no sensitivity indicator is 77.9%, RYBAT and KAPOK 12.2% and prescribed and limited 9.9%. 64.4% of all outgoing cables containing references originated by selected units were summarized by its originator. Cable Secretariat personnel summarized 46.2% of all incoming cables. (The balance did not require summaries.) Of all cables in which the dissemination was amended, the amending was at the instigation of major components in 53.5% of the cases and by the Cable Secretariat in 46.5%. Only 2 1/2% of all cables disseminated were amended in any way. A copy of the complete study was furnished to [REDACTED] Comptroller's Office, for his study on cost accounting for the use of cables. This study is being made at the request of Colonel White, DD/S.

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e. Arrangements were completed during the year with Signal Center, Office of Communications, for the installation of a teletype printer in the Cable Secretariat and the furnishing of teletype tapes for all cables received in INTEL report format. This represents a significant contribution in our program of speeding up the processing of these reports. By using the tapes we create the report masters more rapidly than was ever possible by straight typing and proofreading. Tentative estimates are that this method has reduced our processing work time for these reports by one-half hour.

f. The two Haloid Xerox Copier machines installed during the year continue to be the work horses in our processing. If we did not have the Xerox 914's we could not have disseminated the number of work items with our present staff.

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g. We started holding staff meetings once a month. These meetings give us the opportunity to discuss and iron out any problems that may occur on the different shifts. We also feel that these meetings create greater harmony among the personnel on all three shifts

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Cable Secretary